

Appendix G: Organizational Change Management Plan

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(Pending approval)

April 2007

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Introduction:

Organizational Change Management is defined as a systematic approach to dealing with change, both from the individual and organizational perspective. The goal of change management is to help employees transition from current state to future state while minimizing risk and the impact of change to the organization.

The Accountable Business Transformation (ABT) Program will transform King County Human Resource, payroll, financial, and budget business processes. This Program will change the way some departments operate in order to be successful in realizing the Vision of:

“King County’s financial, human resource and budget management functions are fully integrated, efficient and effective, and enhance the county’s ability to provide essential services to its customers.”

The ABT Executive Recommendation and Business Case, April 7, 2005, offer an overall strategic guideline for meeting this vision. Included in the recommendation is the following:

“Change management – This stage has been added by the Executive to ensure that high-level endorsements and concurrence occur at the beginning of the project in order to minimize risk. The change management activities include ensuring that the program is aligned with the adopted visions and goals, developing and implementing a communications program, implementing a robust sponsorship program, ensuring that the organization is ready and committed to business process change, implementing a change agent program and developing a risk mitigation strategy. This work will continue throughout the program.”

ABT Business Case, April 7, 2005

Further development of the overall Organizational Change Management Plan will occur and additional detailed communication and training plans will be developed to support each of the major projects. The Organizational Change Management Plan will evolve as each project evolves. During the High Level Business Design the goal will be to develop the major components of the overall Organizational Change Management Plan.

ABT Organizational Change Management Scope

The scope of the change the county is undertaking will impact people, processes and technology throughout the county. The county realizes the need for a strong change management approach to ensure success for this important and strategic initiative.

The ABT Program scope includes the following county projects and the Organizational Change Management Plan encompasses the organizational change generated by those projects:

- PeopleSoft HCM upgrade to 8.9
- MSA Biweekly Pay Cycle project
- Migration to countywide use of PeopleSoft for HR and Payroll
- Migration to countywide use of Oracle for financials

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- Implementation of a countywide budget system.

This Organizational Change Management Plan does not include Change Management as it relates to program changes in scope, budget, or schedule. These changes will follow the Issue Management Plan and Change Management Process at the Program level.

PeopleSoft HCM Upgrade to 8.9

The scope of this effort is the process of upgrading the current 8.0 environment to 8.9 and only impacts those groups and employees currently on PeopleSoft. The major changes anticipated and impacted stakeholders within this project include:

- System Navigation – System Users
- Time and Labor – Employees using Time and Labor

The plan is *not* to add new functionality and only those employees using PeopleSoft now will need to know how to do their current job using the new version. Additional functionality will be implemented ‘post-upgrade’ as part of the ABT Program and Organizational Change Management will be addressed once that functionality is identified. A training plan for the upgrade has been developed and will be updated as the project moves forward.

MSA Biweekly Pay Cycle

The MSA biweekly pay cycle project is acknowledged here as part of the scope of the Organizational Change Management plan to be developed and implemented once more definitive information is available. The goal of this project is to move all employees currently on MSA from a semi-monthly pay cycle to a biweekly pay cycle. The goal is to minimize risk by making this change now to get all employees to a common pay cycle in preparation for the migration to PeopleSoft.

Migration to countywide use of PeopleSoft for HR and Payroll

The direction is to pay all employees on a common, biweekly, pay cycle from a single payroll system by migrating all employees to the PeopleSoft system; process core county human resource and payroll transactions from a single integrated system by implementing PeopleSoft HRMS countywide and; align all county human resource practices and procedures to ensure that business needs are met through legally defensible human resource practices. *ABT Program Charter, September 22, 2006.* This is not just a mere migration of employees paid by MSA to PeopleSoft. A large part of the organizational change management effort is focused on all agencies aligning their business processes where possible to support the goal of a single integrated HRMS countywide.

Migration to countywide use of Oracle for financials

Process core county financial transactions from a single integrated system by implementing Oracle Financials countywide. *ABT Program Charter, September 22, 2006* Currently many agencies

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use ARMS to support their financial functions. The goal is not just to migrate agencies on ARMS to Oracle financials, but also to implement best practice processes countywide.. A large part of the organizational change management effort is focused on all agencies aligning their business processes where possible to support the goal of a single integrated Financial System countywide.

Implementation of a countywide budget system

Standardize and streamline operating and capital budgeting by implementing a countywide public sector operating and capital budget system. *ABT Program Charter, September 22, 2006.* The organizational change effort will be focused on aligning new processes and support the training effort across all agencies to support the new Budget System.

The ABT Program Stages

The following stages of the ABT Program are defined for this plan:

High Level Business Plan

High Level Business Plan goes through the second quarter of 2007. This stage identifies business process scope, dependencies, inter-relationships, priorities, and measures. Subject Matter Experts from all the departments are identified and attend functional area work sessions.

The message for this stage is that the county is migrating towards industry best practices resulting in changes to current business processes. This message begins to raise awareness that change is coming and was presented at the January 26, 2007 kick-off meeting.

This stage identifies the stakeholders and end users at a high level. Using the SMEs, a survey will be developed and distributed to begin to identify all end users. This survey will validate the information by division, section, and function and fill in any missing end users data. This list will be used as the starting point for change management and training and updated as appropriate through each stage.

The challenge for this stage is to overcome the doubt employees may have about ABT due to the suspension of the previous effort to make these changes.

The outcome for this stage is to raise the level of awareness that change is coming.

High Level Business Design

High Level Business Design stage goes through the fourth quarter of 2007. This stage of the project is where the SMEs will be involved in designing the system by taking a closer look at the detailed business process and how the system will manage each process. The span of attendees in these design sessions will draw in more end users from each organization. This will expand the stakeholders impacted and communication will need to focus on key decisions made during the design sessions.

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The message for this stage indicates the High Level Business Plan has identified the scope of the ABT Program, preliminary decisions have been made, and we continue to need your input. This message will build on the message from the High Level Business Plan and continue to create awareness of the direction of ABT.

Data gathering continues and includes using the organizational chart to update the list of stakeholders and impacted end users. The list of SMEs will be used to match up with the divisions and sections. This list will then be given to the Program Leads in each functional area to review and modify as needed. A survey will be created to help SMEs and the Change Management Manager begin to identify agency readiness for change.

The ABT Change Management plan will begin to develop a Change Sponsorship program (*see Organizational Change Management Sponsorship Program section*) that will engage the SMEs in planning and supporting change. Through that process, SMEs will continue to provide business process input and also begin to play an active role in supporting change within each agency. The SMEs role will begin to evolve to a shared SME and Change Agent role as more detailed business design is identified.

The Change Management Manager will focus on developing the detailed organizational change management plans for each project while continuing to facilitate change management discussions with the agencies throughout this stage.

Change Management discussions will begin with those identified during the planning stage. The agenda for these discussions will include identifying agency specific cultures, their readiness level for change, and the tools they think they need to be successful. Training for Change Agents will begin during this stage. Change Management training will be delivered through various methods. In addition to ABT facilitated training, these methods include but are not limited to county offered classes, seminars, and small focus groups.

Identifying and controlling rumors will be a challenge during this stage and beyond. As more users become more involved during the design stage, more concerns will be raised regarding changes to employee's jobs and what the long term picture is for each person. It will be important to address these concerns in a straightforward and accurate manner. Establishing a communication feedback process will be important to address those issues as they are identified. This process helps the team be more response to concerns as they are raised. I. A feedback mechanism, like the anonymous email or a questions/feedback form on the intranet site, will be provided for employees to ask questions.

The outcome of stage two is to identify employees that will be able to offer input into additional business process changes. Additionally, Change Agents will be identified and Change Management training will be developed for both individuals and leaders of change.

Detailed Implementation Plan

The Detailed Implementation Plan stage goes through the second quarter of 2008 and adds more detail to the business design with project detail implementation plans. The focus of this stage is to define the detailed scope, plan and staffing required to support the implementation of

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PeopleSoft HCM, Oracle Financials and the Budget System chosen. This stage will define how the county manages this overall ABT effort and successfully implements these systems.

As more details are defined for the implementation plan, the message becomes ‘here are the high level business process changes that have been decided, the modules that will be implemented, when this will happen and here are the anticipated impacts.’ Messages at this point become more specific and provide more details than previous messages and continue to keep the heightened awareness of the program in front of employees. Once the implementation timeframe is better understood, more communication will be required to help the organization understand the impact of the coming changes.

The Stakeholder Analysis identified in previous stages becomes more definitive, including employee names, sections, and function. This list becomes the basis for defining communication and training planning during implementation and migration.

Preparing the SME/Change Agents and any additional Change Agents as identified will be an important step in this stage of the project. Managers and employees will have more questions and concerns to address as they are informed of the implementation strategy and plans.

Change Agents training will be the focus during this stage. As their training continues, they can use small group discussions, meeting presentations, forums, and staff meetings to deliver the message. Employees will be helped to see the big picture and where they fit in. Opportunities for training will begin to be developed during this stage. Project team training should begin during this stage. This training will ensure that end user training and materials will be appropriate to the business process and system changes.

The challenge for this stage will be identifying the specific cultural and business process changes within each department and division. Organizational Change Management training for Change Agents is a critical part of this stage as they go from learning about how to lead change to actually leading change. The groups’ readiness for change is both a challenge and an outcome of this stage. A survey will be developed to identify how employees are doing with change and what additional assistance they may need. A specific change management action plan will be developed for each division during this stage. In addition to identifying employees readiness for change, another outcome for this stage is to let employees know what is going to be implemented and when.

The development of agency change management plans will begin in a collaborative effort with the involvement of the agency SMEs/Change Agents. The early focus is to uncover agency specific impacts and develop an organized change management and communication strategy to address each agency’s change impacts.

Implementation and Migration

The Implementation and Migration stage will occur in 2008 and beyond. Within this stage the implementation project begins, the implementation team is assigned and begins the steps to execute the implementation plan developed during the Detailed Implementation Plan.

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The message for this stage focuses on training. "These are the specific business process changes and modules being implemented. Here is the timeline of when this will happen and when training will occur." Specific dates and times for training will begin to be developed.

Stakeholder information will be complete at this stage. The list will be used for continued as the basis for creating a training plan by group and function. The SMEs and Program Leads will review the list to ensure there are no gaps and that all impacted end users have been identified.

Change Agents will be leading the change effort within their departments, divisions, sections, and groups. During this stage, final plans for end user training will be developed and end user training will be conducted in concert with the implementation of each agency deployment.

There are two major challenges to this stage. The first is to make sure employees have received the right communication, the communication feedback processes are effective and employees concerns regarding change are being appropriately addressed. The second challenge will be to make sure the correct employees are identified to participate in the appropriate training and that training will be delivered timely and employees will be able to make the change from the old processes and systems to the new. *Link to training plan*

The successful outcome of this final stage will have employees embracing change and gaining the skills and knowledge to use the new systems to perform their work. Understanding that employees will need some time to acclimate to the new processes and tools, within a few months they should be able to do their perform their work at a similar level of proficiency or more effectively with the new business processes and systems.

Stakeholder Analysis by High Level Business Stage

The stakeholder analysis is developed by stage and identifies groups of employees that will be impacted by the implementation of the ABT Program. Impact information contains an overview of each stakeholder group and the resulting changes due to ABT implementation. The communication method is the link to the ABT Communication Plan.

Stakeholders	Impact	High Level Business Plan	High Level Business Design	Detail Implementation	Migration / Implementation	Communication Method
ABT Program Governance Committees - Program Sponsors and members of the various leadership teams	<p>Responsible for Program sponsorship, direction and oversight</p> <p>They need to be kept informed of progress and any issues.</p> <p>They need to understand the impact of changes to the organization</p>	<p>We need your active sponsorship and support</p> <p>Project Progress</p>	<p>We need your active sponsorship and support</p> <p>Project Progress</p>	<p>Here are the major changes and the impact to the county</p> <p>Change Management Plans</p> <p>Training Plans</p> <p>Communication Plan</p> <p>Project Progress</p>	<p>Continue Active Support</p> <p>Addressing issues quickly becomes more important</p> <p>Project Progress</p>	<p>Meetings, email, SharePoint, demonstrations.</p>
Management -Dept/Div and Section managers and supervisors	<p>Responsible for overseeing daily operations across all functions.</p> <p>Need to understand and embrace the business process changes that will affect their employees.</p> <p>Need to help their staff adopt the changes required</p> <p>PeopleSoft and Oracle may be new systems</p> <p>New budget system</p>	<p>Support SMEs availability to attend work sessions for business process discussions</p>	<p>Support SMEs availability to attend work sessions for business process discussions</p> <p>Communicate planned changes with SMEs</p> <p>Begin to identify impact of change on staff</p>	<p>Understand impact of change on staff</p> <p>Support SME to lead change</p> <p>Support employees to accept change</p>	<p>Support SMEs and employees in training on new processes and systems</p> <p>Be leaders of change and positive role models</p>	<p>Email, e-newsletters, SharePoint, intranet, attend meetings with SMEs, survey.</p>

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Stakeholders	Impact	High Level Business Plan	High Level Business Design	Detail Implementation	Migration / Implementation	Communication Method
<p>Subject Matter Experts</p> <p>-Identified from each department as the functional experts in HR, Payroll, Financials and Budget</p>	<p>County employees considered liaisons between the Program and the departments and instrumental in identifying business process changes.</p> <p>This group is the first point of contact for change management and will be ongoing Change Agents to lead change.</p> <p>May be considered the 'go to' person in each agency for expertise and validation of decisions</p>	<p>Attend work sessions by function to identify business processes</p> <p>Become the voice of the divisions and 'own' the decisions</p> <p>Begin to identify changes and think about the impact to their staff</p>	<p>Continue to provide input and expertise as changes in processes are defined</p> <p>Survey to identify specifically impacted employees by group and function</p> <p>Identify additional Change Assoc.</p>	<p>Provide detailed information regarding business processes by agency</p> <p>Begin training for leading change and gaining change skills</p> <p>Support additional Change Assoc in leading change</p>	<p>Begin to train staff on change program</p> <p>See decisions become actual processes</p> <p>May be involved in testing</p> <p>Attend system training</p> <p>Support staff in training</p>	<p>SharePoint, email, e-newsletters, intranet, forums, presentations, classroom training, online assistance, survey.</p>
<p>MSA Users</p> <p>-County employees using MSA for HR and payroll functions</p>	<p>Employees will use a new system, PeopleSoft, for their HR, time capture, and payroll processing</p> <p>Need to understand the change and develop change skills.</p> <p>Will need training to use new system by function.</p>	<p>Begin thinking about change</p> <p>Start to identify best ways to reach employees</p>	<p>Some high level business decisions have been made and communicated</p> <p>Need to have input from this group for additional processes</p> <p>Begin to think about the impact of change on their job</p>	<p>Need to know the details about what is changing – processes and system</p> <p>Understand new responsibilities and skills required</p> <p>Identify training needs</p> <p>Provide change management training to help them understand change adoption curve</p>	<p>Continue change management training</p> <p>Attend training by function</p> <p>Understand new responsibilities and when to start using new processes</p> <p>May need to think about other skills they need for new processes and systems</p>	<p>Email, e-newsletters, intranet, forums, presentations, classroom training, online assistance.</p>

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Stakeholders	Impact	High Level Business Plan	High Level Business Design	Detail Implementation	Migration / Implementation	Communication Method
ARMS Users -Staff using ARMS for financial data input, edits, and reporting	<p>Employees will use a new system, Oracle, for their HR, time capture, and payroll processing</p> <p>Need to understand the change and develop change skills.</p> <p>Will need training to use new system by function.</p>	<p>Begin thinking about change</p> <p>Start to identify best ways to reach employees</p>	<p>Some high level business decisions have been made and communicated</p> <p>Need to have input from this group for additional processes</p> <p>Begin to think about the impact of change on their job</p>	<p>Need to know the details about what is changing – processes and system</p> <p>Understand new responsibilities and required skills</p> <p>Provide change management training to help them understand change adoption curve</p> <p>Identify training needs</p>	<p>Continue gaining change management skills</p> <p>Attend user training by function</p> <p>Understand new responsibilities and when to start using new processes</p> <p>May need to think about other skills they need for new processes and systems</p>	<p>Email, e-newsletters, intranet, forums, presentations, classroom training, online assistance.</p>

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PeopleSoft Users -Staff using PS for HR entry, recruiting, training, time entry and processing, payroll, benefits, viewing and reporting	Employees will use more robust and additional functionality in PeopleSoft beyond their current functions. Need to understand the change and develop change skills. Will need training to use new system by function.	Begin thinking about change Start to identify best ways to reach employees	Some high level business decisions have been made and communicated Need to have input from this group for additional processes Begin to think about the impact of change on their job	Need to know the details about what is changing – processes and system Understand new responsibilities and skills required Provide change management training to help them understand change adoption curve Identify training needs	Continue gaining change management skills Attend training by function Understand new responsibilities and when to start using new processes May need to think about other skills they need for new processes and systems	Email, e-newsletters, intranet, forums, presentations, classroom training, online assistance.

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IBIS (Oracle) Users -Staff using IBIS for financial data input, edits, and reporting	<p>Employees will use more robust and additional functionality in Oracle beyond their current functions.</p> <p>Need to understand the change and develop change skills.</p> <p>Will need training to use new system by function.</p>	<p>Begin thinking about change</p> <p>Start to identify best ways to reach employees</p>	<p>Some high level business decisions have been made and communicated</p> <p>Need to have input from this group for additional processes</p> <p>Begin to think about the impact of change on their job</p>	<p>Need to know the details about what is changing – processes and system</p> <p>Understand new responsibilities and skills required</p> <p>Provide change management training to help them understand change adoption curve</p> <p>Identify training needs</p>	<p>Continue gaining change management skills</p> <p>Attend training by function</p> <p>Understand new responsibilities and when to start using new processes</p> <p>May need to think about other skills they need for new processes and systems</p>	<p>Email, e-newsletters, intranet, forums, presentations, classroom training, online assistance.</p>

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<p>Budget Users</p> <p>-Staff using the budget system for input, processing, and reporting</p>	<p>New countywide system to be selected following requirements gathering, RFP, vendor selection, and implementation.</p> <p>Need to understand the change and develop change skills.</p> <p>Will need training to use new system.</p>	<p>Begin thinking about change</p> <p>Start to identify best ways to reach employees</p>	<p>Some high level business decisions have been made and communicated</p> <p>Need to have input from this group for additional process definition</p> <p>Begin to think about the impact of change on their job</p>	<p>Need to know the details about what is changing – processes and system</p> <p>Understand new responsibilities and skills required</p> <p>Provide change management training to help them understand the impact of change</p> <p>Identify training needs</p>	<p>Continue gaining change management skills</p> <p>Attend training by function</p> <p>Understand new responsibilities and when to start using new processes</p> <p>May need to think about other skills they need for new processes and systems</p>	<p>Email, e-newsletters, intranet, forums, presentations, classroom training, online assistance.</p>
<p>End Users</p> <p>-This includes all employees with job functions touching HR, Payroll, Financial, and Budget</p> <p><i>(this does not include current self service users)</i></p>	<p>Jobs will change with the migration to one HR/Payroll, one Financial and one Budget system.</p> <p>Need change skills and understanding of what is changing.</p> <p>Will need skills to do their job with new processes and systems</p> <p>May feel anxious and fearful due to change</p>	<p>Change is coming</p> <p>Beginning to hear about high level changes without details</p> <p>Need to overcome doubt from previous implementation attempt</p>	<p>Some business process decisions have been made – PeopleSoft and Oracle will be the systems of record</p> <p>More decisions have to be made and input from this group is key to gain their 'ownership' in the new processes and systems</p> <p>Begin migrating to best practices</p>	<p>More detail about the changes are published</p> <p>Starting to understand the impact of change on their job</p> <p>Training will be provided</p> <p>Migrate to best practices</p>	<p>Users are identified by training group and function for training</p> <p>Training is planned, scheduled, and delivered</p>	<p>Email, e-newsletters, intranet, forums, presentations, classroom training, online assistance.</p>

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All Employees -Self service including paycheck and benefits viewing	All employees have self service to view their paychecks, benefits, and do their Open Enrollment. Employees will need to know how and where to access the information	Information about any changes to signing onto the system post-upgrade needs to be distributed	Information about changes on a high level so they know the planned changes and potential impacts	Identify successes Keep awareness heightened that change is happening Clarify identified changes and impacts	Communicate successful changes in processes Help all employees understand the magnitude of change	Global email, posters, paycheck advice messages, intranet, presentations, Health & Benefit Fair (?)
Vendors -All vendors that the county procures goods and services	External groups affected by the new system, could impact changes to procedures, timing, and documentation. Need to communicate their needs via department contacts and ABT Interface Manager. May be impacts on timing and procedures to have seamless continuity of service	N/A	Begin to identify file format and data flow needs	Continue file and data formatting discussions Formalize documentation – who's doing what Prepare for testing cycles Identify impact of change on doing business with the county	Test interfaces and processes Discuss impact of changes and if mitigation is necessary to ensure continuity of business Renegotiate contracts? <i>(involve procurement)</i>	Department contacts need to be the point of contact for the project team, email, meetings.

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Stakeholders	Impact	High Level Business Plan	High Level Business Design	Detail Implementation	Migration / Implementation	Communication Method
<p>Labor Relations Section</p> <p>-County staff that negotiate collective bargaining agreements</p>	<p>Internal division that needs to know what jobs are changing, what parts of jobs are changing and what additional skills may be needed.</p> <p>May need to negotiate job classes to reflect new processes.</p>	<p>Attend work sessions by function to identify business processes</p> <p>Understand bargaining agreements and their impact on processes and potential job changes – descriptions and body of work</p>	<p>Continue to identify potential areas that may need re-negotiation or Memorandums of Understanding or Agreement due to change</p>	<p>Detailed changes need to have job description analysis</p> <p>MOAs and/or MOUs signed</p> <p>Assist departments as needed to identify additional skills needed for new job requirements</p>	<p>Attend change training</p> <p>Be involved with system training to fully understand the impact of change on the workforce</p> <p>Negotiate as applicable for employees success</p>	<p>Meetings, Sharepoint, intranet, e-newsletters, email.</p>
<p>Interlocal Agencies</p> <p>-Outside agencies that contract with the county to provide and receive services</p>	<p>External groups affected by the new system, could impact changes to procedures, timing, and documentation.</p> <p>May be impacts on timing and procedures to have seamless continuity of service</p>	<p>Identify agencies that interact with county financials, HR/Payroll, and Budget systems</p>	<p>Begin to identify file format and data flow needs</p> <p>Identify points of contact with each outside agency</p>	<p>Continue file and data formatting discussions</p> <p>Formalize documentation – who's doing what</p> <p>Prepare for testing cycles</p> <p>Identify impact of change on doing business with the county</p>	<p>Test interfaces and processes</p> <p>Discuss impact of changes and if mitigation is necessary to ensure continuity of business</p> <p>Renegotiate contracts? <i>(involve procurement)</i></p>	<p>Department contacts need to be the point of contact for the project team, email, meetings.</p> <p>Focus groups.</p>

Organizational Change Management Sponsorship Program

Using the established group of SMEs and any additionally identified employees working as Change Agents creates a critical link between the Program and the implementation. This group is responsible for learning how to identify the readiness for change, have input to the business process changes, and then lead their peers through the change. Change Agents are the single point of contact for change management and communication and will work with employees through the change process.

Support of the leadership of King County is a key element in Change Management. Their commitment to the ABT Program leads the way in facilitating change in the county. King County leadership and management support, encourage and promote the activities for successful change management and thus a successful implementation. Keeping the leadership apprised of the concerns and progress of change management is an important task for the Change Management Manager. Regular reports will be developed and passed along as appropriate through the ABT Program Manager.

The ABT Program Manager and/or leadership may be called upon to enforce the changes and be visible to employees. This will help to reinforce the activities and direction the county is undertaking to implement the program. The Program Manager offers direction and monitors the overall operations of all facets of the program, ensuring a smooth implementation.

The Change Management Manager works closely with the Program Manager and the ABT Program Leads. The Change Management and Communications Managers will work closely to ensure consistent messages are being delivered. All available methods of communication will be used ensure full coverage. ABT branding will be used across all platforms for a sense of continuity and identification. Change Management Manager will respond in a timely manner to meet the needs of the SMEs and employees to be successful.

Organizational Change Management Plan Goals/Objectives:

The ABT Organizational Change Management Plan goals and objectives are derived from and in support of the vision, goals, and key policies set forth in the business case.

The Organizational Change Management Plan will do the following:

1. Develop a change management plan to assist employees in accepting that change is an on-going process that includes long-term business transformation processes supported by a software package that begin with the initial implementation
2. Engage stakeholders and employees in the vision and its alignment with county goals
3. Manage resistance to change through change education and skills

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4. Give the program high visibility as it has a major impact on the county
5. Create a mechanism for tracking and reporting progress at each level of the plan.

High Level Organizational Change Management Tasks

In order to meet the goals and objectives of the Organizational Change Management Plan a detailed change management plan will be developed to support each stage of the ABT program and each project within the program. In the interim, the following high level tasks provide a high level overview of general activities to be addressed:

High Level Business Plan

Task	Approach	Timeframe
Begin getting the message of change due to ABT out to SMEs	Use scheduled work sessions	March – May 2007
Offer <i>Who Moved My Cheese</i> presentations for change discussions to prepare for ABT impacts	Change Management presentation request forms – follow-up	March – June 2007
Contact all agencies for <i>Who Moved My Cheese</i> presentations	Email SMEs by department/division	Initial contact complete by June 30, 2007
Schedule <i>Who Moved My Cheese</i> presentations with all agencies	Create calendar of presentations to post on SharePoint	Original calendar posted by May 15, 2007 Update calendar as needed
Research change management programs available for presenting to King County due to business process changes	Talk with consultants and other change management professionals	April – June 2007
Present change management programs for consideration	Research methodology and costs, write up findings	July 1, 2007

High Level Business Design

Task	Approach	Timeframe
Identify 'readiness to change' within each agency	Survey Create survey Distribute survey Compile results	October – November 2007 July 2, 2007 July 31, 2007 August 17, 2007
Develop Org Change Management program to address impact of ABT changes	Begin to expand overall change management program to better define change management effort for each phase/project	July – October 2007
Expand Communication Plan to support change of business processes and technology	Define required communication to support the change program	July – October 2007
Begin to include the Change Agent role in SMEs responsibilities	Use part of the scheduled detailed work sessions to communicate and deliver information	July – December 2007

Appendix G – Organizational Change Management Plan

Task	Approach	Timeframe
Start scheduling Change Agent Change Management training	Email SMEs for date/time preferences	September – November 2007
Begin Change Management training	Dependent on program selected – classroom	October 2007 – August 2008
Begin to identify high level change impacts within each functional area – business processes and software impacts	Request and receive list of high level changes from Program Leads	June – December 2007
Continue to schedule and present <i>Who Moved My Cheese</i> presentations for change discussions	Request forms will be available during work sessions and forums	July 2007 – March 2008 Remains available beyond 2008 upon request

Detail Implementation Plan

Task	Approach	Timeframe
Communicate anticipated changes to impacted management by function and agency	Focus groups/presentation with Program Leads	January – June 2008
Work with SMEs as Change Agents to further develop their individual agency change plan	Conduct individual sessions with each agency to further refine their agency's change plan	November 2007 – August 2008
Continue identifying business process changes by functional area	Request information from Program Leads	January – June 2008 (Will need 'final' list before migration/implementation)
Schedule all SMEs/Change Agents for Change Management training	Email and phone calls	Initial schedule complete by January 30, 2008
Begin to identify additional employees needed as Change Agents	Work with SMEs and Program Leads to determine additional resources needed for Change Management training	February – April 2008
Begin to schedule additional Change Agents for Change Management training	Email identified additional resources	February – August 2008
Conduct Change Management training for Change Agents	Classroom	March – August 2008
Continue to schedule and present <i>Who Moved My Cheese</i> presentations for change discussions	Request forms will be available during work sessions and forums	July 2007 – March 2008 Remains available beyond 2008 upon request
Begin incorporating information about functional training	Use SMEs and security list	July 2008 and beyond

Appendix G – Organizational Change Management Plan

Implementation and Migration

Task	Approach	Timeframe
Identify agencies needing additional change skills due to business process changes	Use Change Agents for feedback and concern	September 2008 and beyond
Identify functional areas for training	Create lists with Program Leads, implementation team, SMEs	July 2008 and beyond
Identify employees by function for training	Use SMEs and security	July 2008 and beyond
Schedule training for new business processes and software implementation	Include Change Management information in training – use all available training rooms and methods (train the trainer, online, manuals, etc.)	2008 - TBD